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July 8, 2014

To: Transition Team
Office of Child Protection

From: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

RECRUITMENT FOR DIRECTOR OF OFFICE OF CHILD PROTECTION

On behalf of the Los Angeles County Board of Supervisors (Board), thank you for agreeing to serve as members of the Transition Team for the Office of Child Protection.

As you know, on June 10, 2014, this Board adopted recommendations in the final report of the Blue Ribbon Commission for Child Protection (BRCCP), including the recommendation to establish the Office of Child Protection (OCP). We also committed to working with the Transition Team to develop the job description, desired qualities and experience of the Director of OCP, and to determine the size and scope of the OCP.

Staff of the Executive Office of the Board is working with each of you to convene the first meeting, anticipated to take place within the next few weeks. In the meantime, to expedite the recruitment for the position of Director of OCP, we are providing you with the following recommendations, as it relates to the job description, desired qualities and experience for the Director of OCP. This information is based on the BRCCP Final Report dated April 18, 2014.

General Job Description:

The OCP is being created to act as the County's unified coordinating entity, working with relevant County departments to plan, make recommendations to the Board, and implement one child protection system. The OCP will establish a critical pathway for the provision of child protection services in the County including developing one County strategic plan, defining program outcomes and measure of success, streamlining of processes for greater efficiency, along with a timeline of major milestones.

The Director would report directly to the Board and be held accountable for achieving agreed upon outcomes. She/he will be vested with overall responsibility for leading structural reform to create a comprehensive, child-centered, fully integrated countywide system of child protection, and shall:

- **Oversee a Joint Strategic Planning Process that would result in a countywide mission to prioritize and improve child safety among all relevant county departments.**
- **Develop a comprehensive, child-centered strategic plan, which includes maltreatment prevention efforts, focused on improving child safety. The Strategic Plan will include clear measurable goal, outcomes and completion timeframes.**
- **Oversee implementation of the Board approved recommendations, including those contained in the BRCCP Final Report.**
- **Conduct a financial assessment and identify flexible funding streams for the Board approved recommendations.**
- **Develop a Countywide Data Management System that would provide the Board, the Departments and the Public with accurate and timely information required to make informed management decisions.**
- **Review financial and staffing resources from all relevant departments and make recommendations to the Board as appropriate, to advance the County's goal of creating one countywide system of child protection.**
- **Review existing County commissions and, with the Board, streamline them, as appropriate.**
- **Reach out to the philanthropic community and build strategic partnerships to help improve the child protection system.**
- **On a quarterly report, publish and submit to the Board a status update on the implementation of the strategic plan along with selected performance indicators.**
- **Lead a small, highly trained staff to provide information analysis and expertise to enable the coalition of County departments to meet the legal, budgetary, research, and measurable strategic goals.**
- **Lead efforts to conduct an independent evaluation of various components of the countywide system of child protection.**

Desired Qualities and Experience:

The Director will perform a lead role in the establishment of measurable countywide goals in creating one child protection system and to find the most effective and efficient methods on implementing and sustaining them. In this capacity, the Director shall:

- Have experience in leading change in large, complex and entrenched organizations.
- Be comfortable with challenging existing policies.
- Have a passion for protecting children and be well-versed in the field of child safety.
- Be able to communicate persuasively and be persistent in the face of challenge.
- Be adept at solving complex problems.
- Have experience leading and guiding in a collaborative setting.
- Preferably hold an advanced degree such as an M.P.A, M.S.W. or J.D., and/or have significant executive experience in these areas.
- Have substantial experience working in a political environment.

The Chief Executive Office and the Executive Office of the Board will provide staff support to the Transition Team until the OCP is created. We appreciate your assistance in working with the County on the very critical task of improving child safety.

DK:WTF:lr

c: Executive Officer, Board of Supervisors
Chief Executive Officer
County Counsel